

Neighborhood Planning for Community Revitalization

**Nokomis East Neighborhood
Social Programming Research and Bossen
Community Survey**

A CONSORTIUM PROJECT OF: Augsburg College; College of St. Catherine; Hamline University; Higher Education Consortium for Urban Affairs; Macalester College; Metropolitan State University; Minneapolis Community College; Minneapolis Neighborhood Revitalization Program; University of Minnesota (Center for Urban and Regional Affairs; Children, Youth and Family Consortium; Minnesota Extension Service); University of St. Thomas; and Minneapolis community and neighborhood representatives.

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330 Humphrey Center**

Nokomis East Neighborhood Social Programming Research and Bossen Community Survey

Conducted on behalf of Nokomis East Neighborhood Association
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Introduction

This research project was conceived as a way to address issues involved in the Bossen community of south Minneapolis. Bossen is wholly contained by the Nokomis East Neighborhood Association (NENA). Bossen consists of "Bossen Terrace" a public housing development, and a surrounding community of privately owned apartment buildings. Bossen is unique for the Nokomis East Neighborhood in terms of its density and concentration of affordable housing and lower income population. Nokomis East Neighborhood Association staff had noted the comparatively lower participation of Bossen residents in NENA, and felt that Bossen was an area of the neighborhood with special needs that should be studied and addressed. There are two primary components to this research project: research into the social programming similar communities have developed, and a survey of the Bossen community to find out members' needs, issues, and perceptions. The following is an outline of the different sections of this research project.

- A) Programs in Similar Communities
 - 1) Youth Programming
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 - b) Education/Dispute Mediation Programs
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Programs in similar communities

The following is my research into different types of social programming. This social programming can be used as a base to develop programming that addresses the specific needs of the Bossen community. Most of the communities where this programming exists are in some way similar to the Bossen community. They are almost all located in central city environments.

The scope of the following programs range from a single housing project to a neighborhood to citywide programs. Some of the communities that sponsor the following programs share some descriptive characteristics of Bossen, such as having a lower income level than surrounding communities. Most likely such similarities would be connected with similar social concerns. The following programs are by no means the limit on what NENA can do in Bossen, but merely should be looked on as a starting point. The programs were developed to address broad issues such as youth problems, crime, and lack of community involvement. I have categorized the programs that seek to address these issues into four broad categories: Youth, Crime, Community Centers, and Community Involvement/Building Activities. There is necessarily some overlap between these programs. When NENA develops its programming for Bossen it should combine positive aspects of the following programs to match them most adequately with the needs of Bossen residents.

Youth Programming

One of the primary foci of social service programming has been on providing social structures to encourage the healthy development of our youth. For the purposes of this report anyone 18 years old and younger will be considered youth. Naturally the programming needs will vary with different age groups. Youth programming is usually envisioned as providing an array of services to help youth and their parents cope with the pressures of growing up. In addition to these intrinsic needs, some programming seeks to address the more unique obstacles that youth face today. These obstacles can be created by surrounding social situations such as poverty, single parent homes, and crime. As a result, the problems that youth face will not be alleviated with one simple program. Youth programming should be thought of as working in tandem with other programming that mitigates the affects of difficult social problems. Thus, reducing crime rates overall through innovative policing may have a correlated positive affect on teen participation in youth gangs. Another programming category will discuss how to create centers for dealing with a variety of issues under one roof. However, youth do have unique circumstances that warrant dealing with their programming separately.

Considered broadly, there are five categories of programming that are designed to address issues youth face; recreation, education/dispute mediation, daycare, community involvement and job programming. These programs ideally should and do overlap to address a variety of youth needs in a centralized setting. The range of needs addressed can be either intrinsic to the nature of the program, or simply use the program as a medium to address the issue. For example, daycare most directly addresses the need of parents to be able to put their children in a safe location while they work. Educational programming on the other hand can be both a tutoring tool to reinforce formal schooling or it can indicate a forum to address issues such as teen sexuality. These differing purposes within the categories will be addressed below.

There are a variety of characteristics to consider that differentiate youth programs. The first is mission, this establishes what specific issues the program seeks to address. The second characteristic is demographic, or describing the type of youth the program tailors its programming to. The demographic characteristic includes a variety of important subgroups for targeted participants; age, ethnically based, gender, public housing residents, and income. Another important characteristic of these programs is location. This includes both where a program is physically located as well as the nature of the sponsoring institution. Supporting community institutions vary from churches, housing authorities, the police, schools, non-profits, and neighborhood associations. The type of sponsoring institution is relevant because it will substantially determine funding, staffing, the type of services offered, and the communities' potential relationship with the program. This information is also important to NENA because it determines what types of community institutions NENA can look to, to cosponsor a potential program. These characteristics work together to provide a program tailored towards the audience it is trying to target. For example, programs targeted towards youth from families living below the poverty line should depend on a heavily sponsored institution which is willing to forgo participation fees.

Recreation Programs

- **Boys and Girls Clubs of America:** The Boys and Girls Clubs of America has a gang prevention program that focuses on youth deemed to be at-risk of becoming juvenile delinquents. This program seeks to alleviate youth problems with crime by providing alternative sports and recreation activities. The club works with local community agencies, courts, law enforcement officials, schools, and social services to target youth who are at-risk of criminal activity. As a support system these youth are given counselors during the first year of transition as they are mainstreamed into interacting with traditional club members. This program is funded by the Office of Juvenile Justice and Delinquency Prevention and local charities. Youth ages 6-18 years old are targeted.
- **Waukegan Housing Authority Youth Sports Club Program:** The Waukegan public housing authority has a program for youth ages 7-18 that focuses on sports (basketball, volleyball, tennis, table tennis, football, racquetball, baseball, fooseball, and table games) and community activities (you talent contests, martial arts, and camping and fishing trips.) Part of the programs' purpose is to address drugs, crime, and teen pregnancy both by giving teens alternate activities to spend their time and giving them a forum to discuss such issues. The Housing Authority uses a local YMCA as a primary location. The program is also educational in that programs like "Friday Night Videos" and "Drug-Free Lock-Ins offer youths an opportunity to discuss drugs, teenage crime, and teen pregnancy. To reinforce the messages the program is trying to impart; participants organize an annual drug free march, improve their community by cleaning up development area, and participating in Parent Resource Institute for Drug Education (PRIDE) conferences to learn

about drug prevention and intervention tactics. This program has an annual budget of \$125,000, plus \$65,000 in in-kind matching grants. There are two full-time staff to coordinate the program. This program is funded by the U.S. Department of Health and Human Services with in-kind matching by the local housing authority. In the summer the program feeds participants with food provided by the State Board of Education.

- Fort Worth After-School Evening and Late-Night Program: This program targets the problem of late night juvenile delinquency and is open until midnight on the weekends. Basketball was the initial focus of the program, but in addition to other sports now it offers photography, drama, art, and music programs. The program also contains an education aspect by offering homework assistance, English as a second language and drugs, alcohol, parenting, and job skills programs. The program costs the Parks and Community Services Department of Fort Worth \$472,735 each year. The program is located at five already established community centers around the city. As evidence of the programs' success, the Fort Worth Police said there was a 19% overall decrease in crime within a 1-mile radius of each community center.
- Opportunity for Youth Enrich Through Sports (O! YES): O! YES is a sports program that is operated in five Little Rock public housing developments. The program is intended to provide youth with alternatives to drugs. Activities offered include baseball, softball, basketball, swimming, judo, tennis, and playground activities for youth ages 5-21. O! YES seeks to encourage parental involvement with a Parent/Child Day Out program where participants learn about parenting, alcohol and substance abuse, and gang violence. Community participation is enhanced because the Little Rock Parks and Recreation Department and the Police Department are consulted to create the best program. O! YES costs \$125,000 a year to serve between 400-500 youths. The U.S. Department of Housing and Urban Development works with matching funds to fund the program.
- Albany Youth Sports (YSP): The YSP has four sports and recreational programs, a computer program and a program teaching entrepreneurship by repairing recycled bicycles. The YSP partners with the YMCA to provide racquet and water sports, and softball and karate offered by the Police Athletic League for youths ages 5-18 in Albany Housing Projects. The YSP costs the U.S. Department of Housing and Urban Development \$150,000. The rest of the \$140,959 in funding comes from a matching grant. The program uses public housing facilities, onsite Boys & Girls Clubs, public schools, and onsite community centers as venues for this programming.
- Summer Youth Recreational Voucher Program: This program was developed in DeKalb County, Georgia, to allow low-income children to attend summer camps. The program uses vouchers worth \$200 and lists of applicable summer camps that the Department of Family and Children Services and county schools distribute to eligible children. This program involves parents by providing them with the choice of where to send their child for summer

recreation. The program costs \$300,000 to serve over 500 students a year and is expanding. One half of this program is funded by a Community Development Block Grant and the remainder by private matching funds.

- **Neutral Zone Youth Corps:** This program began primarily as a youth sports and recreation program during the nights to address teen crime. Neutral Zone is sponsored by AmeriCorps USA and uses AmeriCorps workers to run the late night program. In addition to recreation the program is expanding six nights a week to include substance abuse counseling, conflict resolution training, parent education, and peer mentoring and tutoring. The program focuses on high school dropouts and costs Americorps and private foundations \$400,000 a year to serve 300 students on weekend nights.

Educational/Dispute Mediation Programs:

- **Violence Intervention Program (VIP):** This program is an education program that focuses on preventing violence and middle school youth. VIP uses middle schools in Chapel Hill as a programming base to develop student leaders in anger management and conflict resolution. The program is a workshop taught in weekly sessions to train the leaders who are then expected to use creative formats such as skits to educate their peers. The program is funded by the University of North Carolina and uses a professor's curriculum.
- **Violence Intervention Project (VIP):** This program illustrates how established youth related organizations can be utilized to work on issues related to crime. The Girl Scouts established VIP to affect girl's attitudes to violence by emphasizing; gang awareness, community assessment, and a conflict resolution program. The gang awareness uses the Girl Scouts as a positive alternative to gang life. Community assessment is a service program which focuses scouts on building anti-violence coalitions in their cities. Finally the conflict resolution program is called "Talking with TJ" and uses older girls as teachers on conflict resolution.
- **Acting Collaboratively Together (ACT):** This program uses theater to educate at-risk youth about issues such as abuse, sexuality, harassment, drugs and alcohol, violence, cultural sensitivity, death, health, gangs, and peer pressure. School authorities are also given workshops so that they are able to substantiate the programs' message and work with students after it is over. Projects include videos developed by teens, plays developed by elementary children, and workshops for teachers on issues that face young people. Because this project is centered in a rural area in Hawaii it is funded by the U.S. Department of Agriculture, so alternate funding would have to be located for Bossen. ACT is also sponsored by the 4-H club which occasionally sponsors inner city chapters. Programs focus on students in grades K-12.
- **Organizing Minority Neighborhoods for Better Health:** This program focuses on the issues of youth violence and sexuality. It involves the community through a coordinated effort of counselors, doctors, professors, and community organizations. This program is a framework for a variety of

community members to consult each other on a variety of approaches for building stronger communities to deal with health and youth. The National Institutes of Health provides the almost \$700,000 yearly budget to focus on three public housing projects in Huntsville, Alabama. Youth ages 10-18 and their parents are involved in this project coordinated by the fore-mentioned community leaders.

- Washington Heights-Inwood Coalition: This is a program that encourages youth to resolve conflicts through dispute mediation instead of violence. Staff conduct conflict management training in schools, peace festivals, and alternative activities. This program has expanded with mediation services for adults in landlord-tenant disputes and workshops on conflict resolution. This program costs the Court System, Board of Education, Department of Youth Services, Stop the Violence Fund, and private foundations \$600,000/year to operate in New York City.
- Boston Violence Prevention Program: This program focuses on violence prevention training and education for youth and people who work with them. This is a conflict resolution program that teaches youth how not to be drawn into fights, and focuses on serving the needs of youth who have been victims of violence. To reinforce these efforts the program received pro bono advertising time from the city's Advertising Club to run anti-violence commercials addressing peer pressure and how friends can help resolve threatening situations. The program is also establishing summer camps to expand the education program. The victims program is based at local hospitals to deal with issues victims may have immediately after they are attacked. This program is funded by the City of Boston and private foundation grants.
- Action for Boston Community Development (ABCD): There are a couple of programs that focus on providing youth with health and sexuality related information. Low literacy birth control brochures are one innovative program to make sure that clients with low reading levels have ability to access information about birth control methods. These brochures are available in other languages as well. ABCD also has a project called LYRIC focused on youth. This program is focused on young men and trains them in reproductive skills and provides them with material to communicate with their peers. The forums LYRIC uses included, street outreach, resource tables for health fairs, and communicating with other teen leaders.
- Teen Center: This program has two notable facets which are funded by New York City and State government sources. One is the Evade Peer Leadership program which uses 10 youth as counselors and educates them about referral services. Youth ages 13 to 20 who are uncomfortable talking with adults can utilize this free resource. Sisters With Choices is a drop out prevention program for female students ages 13 to 15. It focuses on a specific neighborhood school and uses tutoring groups discussion and career exploration as a safety net to keep girls in school.

- **Second Step:** This program emphasizes the role of assisting younger children in developing healthy attitudes towards resisting violent impulses. It was developed for use in Seattle schools by the Committee for Children as curricula dealing with self-control, problem-solving, communications skills and other positive behaviors.

Childcare Programs

- **After School Child Care and Education Program:** This program is focused on an area of Mississippi that has low literacy and high unemployment rates. Most children in this area care for themselves, and many are from single parent homes. This Childcare program is for children in grades K-4 who have been held back a grade or who read one grade level below the grade they currently occupy. This program is funded by the USDA because it is in a rural area but area universities also provide support.
- **Action for Boston Community Development (ABCD):** ABCD is a city funded program that includes year round day care programs at four centers. Two of these day care programs focus on teenagers and their infants or toddlers. Two others serve the general population with infants and preschoolers. This childcare is frequently state subsidized. ABCD child care providers attend courses on childhood development held at local universities to improve their knowledge about the field, especially for those who work with teen parents.

Employment Programs

- **Youth Employment Service (YES):** This program focuses on providing employment mentoring services to youth at business or city sites around the community. The program seeks to have a site/mentor/youth ratio of 1/2/6. Part of this program focuses on providing youths for housing rehabilitation and park refurbishment at sites identified by the community as necessary. The program also provides tutors who meet with participants once a week to make sure they are doing well in school also. A neighborhood association developed the program with Neighborhood Revitalization Project funds and projected that during the initial start up years it would cost \$85,000 to administer and there after it would cost \$30,000. The project initially relied on neighborhood volunteers but there was significant burn out of these volunteers. Partners in the project included the local business association, ministerial alliance, the city park board and interfaith housing coalition.
- **Neighborhood Youth Corp:** This program provides a good combination of employment and community service. The youth ages 10-13 help out community members with chores and yard work during the summer. They are supervised by adults and the youth receive wages paid by a local private school so the recipients do not have to pay for the service.
- **Summerworks:** This program focuses on finding jobs for low-income youth. Summerworks also includes a focus on youth who are deaf, non-English speakers, and those involved in the judicial process. This program combines work and education including such programs as English as a Second

Language. The program coordinates jobs through private business councils and 240 local community based organizations. Youth education is furthered by a series of workshops on careers, violence prevention, careers, money management, etc... The state and federal governments fund this program for 1,400 youth each year in the city of Boston. However, more than 3,600 youth apply each year.

- Longfellow Youth Council: this organization is affiliated with a local community council. The idea of this council is for youth in the neighborhood to develop their own programming and community service projects. This structure also increases youth involvement in community structures by having some of the participants sit on the community board. The program is funded by the county government and the community council. This program is estimated to have a \$12,000 start up cost with expenses dwindling to between \$3-4,000 a year after that to operate a program with at least 20 youth.

Crime

Crime has also been a major concern that urban communities have attempted to address with an array of social programming. Some of these programs have already been discussed in the context specifically of youth crime and youth crime prevention. The programming that has already been discussed focused on providing youth with productive alternatives so that they would not seek to commit crimes out of boredom or hopelessness. This addresses one of the root causes of crime. Other root causes of crime may be confronted with different types of programming that will be addressed under different headings. Addressing these root problems frequently take measures beyond the capability of neighborhood structures. However, this section will mainly focus on the activities communities can engage in to prevent criminals from focusing on a specific neighborhood. There seem to be three major facets of the community that can be utilized to accomplish this: the police, community members, and the physical structure of the neighborhood.

Community Members

- Community and Resource Exchange (CARE) Committee: CARE is designed to provide the framework for mobilizing neighborhood participation in safety issues in the neighborhood. The committee is established in the Stevens Square community. One of the primary costs associated with it is funding for a neighborhood safety coordinator; the estimated total cost is 16,250/yr of Neighborhood Revitalization Project funding. The safety coordinator would run biweekly meetings to give people in the neighborhood a chance to air safety issues. In addition, the coordinator works with landlords in the area to substantiate their safety practices.
- Volunteer neighborhood patrols; These patrols are intended to have community members work as the eyes and ears of police and notify them of crimes. Volunteers patrol the neighborhood especially out of the way areas like parks. The program required the Longfellow neighborhood association

start up costs of \$5,000 for general equipment such as portable phones and flashlights. To organize this program the neighborhood association worked with the Park Board and CCP/SAFE. The National Crime Prevention Council (NCPC) makes a series of recommendations for how to form and sustain a citizen patrol program. The NCPC focuses on organization and restraint. Citizen Patrols should be trained by the police and work with them. Participants should not work alone, be easily identifiable, never carry a weapon, and never directly challenge anyone. Participants should also record their activities and provide those records to the police. NCPC suggested contacting local cellular phone carriers to arranged for free phones. Sustaining a neighborhood patrol program is an equally difficult issue as forming one. NCPC suggests additional involvement in the community. Patrol participants could be trained to deal with victim assistance. The patrol should work with schools, parent associations, and recreation departments to teach crime prevention. New participants should be consistently recruited especially from the ranks of utility workers, cab drivers, and other occupations out in the neighborhood with access to two way radios or cellular phones. Individuals who rarely leave their house can be recruited as "Window Watchers" to keep an eye out on children playing outside. Local businesses can be recruited to post crime prevention measures.

- National Crime Prevention Council (NCPC) Apartment Watch: This program is similar to a neighborhood watch and is designed to assist the police in preventing and addressing crime. The program is initiated with apartment surveys developed with the local police. Residents are then tapped for citizen patrols which monitor public areas of the apartment complex. Patrols can also quickly report safety problems such as inadequate lighting or broken locks. NCPC suggests a couple of activities to maintain an Apartment watch. Activities such as newsletters, cookouts, and regular meetings on crime help keep everyone involved in the watch and in touch with what is going on in the complex.
- Safety Information Networks: Another innovative program the Longfellow Community established attempts to make residents quickly aware of any new crime problem. The program was developed in response to serial rape attacks in the neighborhood. One of the aspects of the program is developing a database of neighborhood residents. This base can be used to develop a "phone tree" system where one community member calls a couple of other neighbors who call a couple more to quickly disseminate information around the neighborhood. In addition, the community organization takes the initiative to post flyers around the community warning people of a potential crime problem. This program is funded by the neighborhood revitalization project and costs an estimated \$2,500/year.
- Personal Security: This program seeks to complement the conception of warning people about crime threats by educating them on how to protect themselves from becoming victims. To that end the Longfellow community

established seminars and informational materials on personal safety techniques for women. Another proposal is to hire consultants to conduct educational workshops on domestic violence. The Harriet Tubman center is one example of an organization that would be helpful in developing such a program. In addition, the community seeks to establish McGruff houses (safe houses for children who feel an imminent danger) so that they have somewhere to run when they're in fear and away from home. These programs cost an estimated \$10,000 a year to implement.

- **Teach Senior Citizens to Teach Crime Prevention:** This program was developed in Frederick County Maryland. Eighteen senior citizen volunteers were recruited through ads and the AARP. The local police developed a lesson plan with 30 topics and educated the volunteer teachers over a two week period about personal safety and con games.
- **Dispute Resolution Violence Prevention programs:** The National Crime Prevention Council points out that mediation programs can be applied outside of the youth setting. This mediation can help prevent violence by identifying points of contention between community members. This can include landlord-tenant complaints, threats, and vandalism. Mediation services can attract cases by working with courts, schools, juvenile corrections facilities, public housing councils and probation agencies. By emphasizing formal hearings NCPC argues that the whole process gains credibility. In San Francisco where the Community Board Program operates such a program, 80 neighborhood sites were donated as hearing locations.

Police

- **Community Patrols:** This program focuses on getting police officers into the neighborhoods for prevention instead of reaction. The police budget pays for two officers time to patrol the neighborhood on foot or in their car during the evening and late night hours when there is an increase in crime. The neighborhood association provided \$8,800 for police radios, patrol equipment, and office costs.
- **Supplemental police patrols:** This program is a more costly and overt attempt to increase police presence in the neighborhood. Under this framework police "buy-back" time is used by the community to provide extra policing when there is a special situation. This policing is funded by the community and not a part of officers' regular line of duty so individual police officers must sign on to the program. Another possible measure to reduce crime is to use these funds to post empty police cruisers in high crime areas. This program also uses neighborhood revitalization project money, but Longfellow is spending \$24,000/year to implement it.
- **Police Storefront Station:** Another effort to get police into the community is through the establishment of smaller neighborhood based substations where police officers can conduct their paperwork. Cost estimates range to \$25,000 spread out over a five year period.
- **Community Outreach Program (ACOP):** This program was developed in Saint Paul to uses the police to further social services in public housing

projects. The social services are related to crime and include gang prevention, crisis intervention, victims' services, counseling, tutoring, and referral programs. The program also provides resident translators for six different languages. The field a staff of 8 police officers, two social, workers, two crime prevention workers, 3 interpreters, and six youth summer workers costs the U.S. Department of Health and Human services and other in-kind donors \$807,000.

Physical Structure

- **Minneapolis Public Housing Authority:** The MPHA seeks to relieve security concerns at two of its buildings in Stevens Square by providing security guards 24 hours a day. Cameras monitoring entryways were also instituted at these housing projects so residents could monitor entrances and exits safely from their rooms. One final measure the MPHA instituted is key card access to its doors. These programs were funded by the MPHA and the neighborhood association together.
- **Home Security Inspections:** Burglary crimes are often the result of inadequate home security measures. This can be redressed with free home security inspections examining entrances, windows, lighting, fencing, and alarms. The police or neighborhood watch could carry out such an inspection. NCPC points out that the costs of such inspections can be balanced out with incentives that insurance companies provide.
- **Home Security Grants:** This program could be easily adapted to rental properties. It involves using neighborhood association seed money to match private money for spending on home security measures. This is the basic structure to prevent unwanted intrusions. These measures can include window bars, basement glass blocks, motion detector security lights, and window bars. The neighborhood association envisions spending \$70,000 of neighborhood revitalization project funds over five years with \$45,000 worth of private matching funds to carry out such security projects in the neighborhood.
- **Community Lighting:** This program seeks to deter criminals by bringing lighting standards up to city defined minimums. Property owners will be charged with the cost of improving lighting, with a partial rebate provided using neighborhood revitalization project funds. The rebates will cost an estimated \$325,000 over four years. The project also focuses on improving lighting in three neighborhood parks at a cost of \$30,000/park.
- **Lighting and Fencing Program:** This program seeks to improve community safety by providing lighting in poorly-lit areas and providing obstructions so criminals cannot easily escape through private property. The neighborhood block patrol participants are one agent to established need for the lighting program. Areas identified by the block patrol are approved by the community safety committee. Funding to install the lighting can come from one of three sources. If the area is covered by Northern States Power electricity polls, an innovative program at NSP will provide complete funding to establish light fixtures on their polls. Nearby property owners are then expected to match

that outlay by funding ongoing electricity costs for the lights. If use of NSP poles is not possible, the neighborhood association will use up to \$5,000 of NRP funds per fixture while property owners would still be expected to fund ongoing electricity bills. Priority for the fencing program on the other hand would be determined on the basis of whether the proposed fencing would cut off a possible escape route between a set of buildings. This program works on a matching fund basis with the neighborhood association providing \$2 for every \$1 providing by the affected property owner. The block patrol will also identify areas for fencing and contact the property owner. Another expense of the program will be advertising the fencing program to neighborhood property owners. The Stevens Square Community Organization provided \$25,000 for this program.

Community Centers

One of the primary programmatic ways in which communities address issues they face is through the use of community centers. These centers include a wide array of program possibilities under one roof. They can focus on diverse issues such as senior citizens programs, cultural enrichment, consumer, protection, and housing counseling services. Many of the programs previously discussed in this paper can be based in a community center. Creating a community center provides a structure around which neighborhood residents can rally around. It also prevents participation in neighborhood activities from becoming segmented and segregated. If such activities are based around specific homes, other members of the community might not feel welcome there.

There are a couple of design points to consider in creating a neighborhood center that fits well with the community it is intended to assist. The example community centers presented below offer a variety of options but certainly do not limit the possible variables that can be used in creating a center. The primary reason for developing a community center is to provide space for programs and the community to gather. Thus, the location and configuration of the center become a primary point of interest. Location is important, because the center should be accessible to every member of the community; preferably within walking distance for those who do not have access to cars. The center should also be in a visible part of the community; to encourage drop-ins and to provide a safe environment especially for night programs. The configuration of the center will necessarily be limited by the resources of the institution that provides the space, but a couple of points should be taken into account. The center is intended for the residents and should be open to informal uses to facilitate the formal ones. As a gathering space, kitchens are one good example of facilities that can help in facilitating social interactions. In addition several separate spaces should be provided to operate programs running concurrently. One of these spaces at least should be private to encourage frank discussions of issues for tenants associations, counseling services, and other groups with private issues. If equipment like computers for technology classes, or two way

radios for citizen patrols are based at the community centers then secure storage spaces must be implemented.

In addition to location, another variable in the construction of the community center is the provision of space for it. Institutions to provide space include non-profits, churches, landlords, or neighborhood associations. The institution will not only determine location but also will be a factor in the variety of programs offered at the neighborhood association. For example it may be difficult to operate youth programs in churches which are not configured for such activities, or tenants association meetings at an apartment offered by a landlord. Finally there is the issue of who provides programs at a community center. The possibilities here include in-house program development as well as providing space for outside programs to come in to. Some programs must be compensated, but others rely on such spaces to fulfill their missions and provide services for free. All programming does not have to be envisioned as occurring at the center. For practical reasons the centers purpose can frequently be viewed as an information repository where residents can go to find information about a wide variety of programs that can assist them.

- Citizens Advice Bureau: This New York City institution is designed as a way to inform individuals in the community about services and tactics for addressing some of their issues. Programs provided include early childhood development, transitional housing and placement assistance, housing counseling assistance, crisis help for domestic abuse, meals and education for seniors, legal and citizenship assistance, peer counseling services for teens. The CAB grew out of the settlement house movement of community centers and merged with the Girls Club in 1995. This merger provided them with programming to address youth issues.
- Casita Maria Settlement House: This program emphasizes service the Hispanic community and is split into three different houses serving seniors, families and the youth. The youth program provides recreation and arts programs which emphasize creativity. The Family Center is an information and referral center that connects participants with other programs and screens for government entitlements. The Senior Center concentrates on social and nutritional services. This center also has a program to visit elderly people who cannot leave their residences.
- Center for Family Life: This center provides a number of services to strengthen the family as a unit. The Center established a store-front emergency food program, employment counseling, family counseling and Family Foster Care Program which makes contacts between foster families and children. The Center works through a local Community board to address the neighborhoods needs.
- Riverdale Neighborhood House: This program emphasizes education through workshops and classes. These programs include a Lamaze class, Breast-Feeding Support Workshop, Infant and Child CPR classes and discussion support groups. A social worker leads the discussions. Other programs include an after-school program through the Robert Bowne

Foundation Initiative which provides literary experts to train staff to encourage children's reading skills. A Senior Program seeks to provide support services for the elderly who cannot get out of their house frequently. The program utilizes other senior volunteers to make contacts with the homebound five days a week and visit occasionally as well. Finally the community center instituted a program to increase community involvement by allowing members of the community an opportunity to design their own program or activity and present it to the executive director for evaluation and possible funding.

- UNH's Information Technology Initiative (ITI): A number of community centers in New York City have banded together to provide some common infrastructure. Grants for computers and the Internet were received from the Department of Commerce's National Telecommunications and Information Administration, a donation of computers from IBM, and software from Microsoft. The ITI also provides training for staff at a variety of neighborhood centers, technical assistance, and need assessment models.
- Neighborhood Networks: This program was developed by the Department of Housing and Urban Development to be used at its public housing projects or publicly insured housing. The goal of Neighborhood Networks is to empower local people to develop on site community centers to increase self-sufficiency. These centers emphasize technology and computer programs. The role of HUD is to work local people through the development process of a Neighborhood Network program. HUD unfortunately does not provide the majority of the funds to operate such a center but will contact local businesses, non-profits, educational and religious institutions, foundations etc... to help arrange financing. The center can be staffed by paid staff or volunteers but HUD recommends at least two computer-literate staff to guide the use of computers, job-training, welfare-to-work and other programs.
- Advantage Centers: This program has been instituted by Common Bond, a low-income housing management company. Common Bond developed advantage centers to provide a community space and a number of services for the residents of its apartment complexes. The Advantage Center at Westminster place in Saint Paul relies on a single full-time staff person to run the facility. The programs it offers include computer training, tutoring for students, English as a Second Language, and a general community space for children and adults. This advantage center receives its funding from Common Bond, but a number of programs provide services at the Advantage Center as a no cost extension of their own mission (ESL for example). The program has discovered that community parties paired with entertainment events (a children's play organized by the staff person for example) are some of the best ways to bring people in the apartment complex together. Otherwise recruitment for programs, after an initial contact is made by the staff person, spreads by word of mouth among the residents as they are encouraged to bring their friends to programming.

Community Involvement/Building Activities

All of the previously mentioned programs at least to some extent accomplish the purpose of involving residents positively in their communities. The following programs accomplish that goal in a variety of ways. Some are at essence community involvement programs. Involving neighborhood residents in the structure of the community will play a substantial role in developing programs that truly serve residents needs. These programs foster interactions between community members. Thus, in addition to accomplishing the immediate goal of the program, this brings the community together in a larger sense.

- **Resident Management at Public Housing:** This program set in the Stevens Square neighborhood utilizes an already established Community and Resource Exchange (CARE) committee to work with residents of local public housing projects. This committee recruits local residents and teaches them management skills for their apartment complex. The program then applies to both the local housing authority and HUD to fund initial training for resident management activities. This program used \$40,000 from HUD and \$20,000 from the neighborhood revitalization project to fund this program
- **Kenilworth-Parkside Resident Management:** Residents organized on their own to lobby the Mayor of Washington D.C. to take over this project. Residents began by developing a support system to encourage youth to go to college. When they began managing the project the residents instituted classes on housekeeping, budgeting, and parenting that residents must attend. The residents also issued strict fines and expelled tenants who broke rules. Finally the residents developed resident businesses to sustain the project economically and provide jobs.
- **Community-Building Events:** The Longfellow community has encouraged holding two events each year in the neighborhood to involve residents in the community. Events include such things as youth talent shows, plays, mural and video projects. The project is funded through the Neighborhood Revitalization Program and will cost \$13,500 over three years.
- **Community Gardens:** These projects use gardens to bring the community together to work on improving their aesthetic environment. The land can either be provided by landlords, the parks department, or other government owned or abandoned land can be used. The Sustainable Resources Center's Urban Lands Program offers a variety of workshops on how to begin an urban garden including; community gardening with Children, Starting Seeds Indoors, and How to Start a Community Garden. Funding for these gardens can be assisted by tapping local flower shops and greenhouses for seed donations.
- **Transforming Neighborhoods Together:** TNT is designed as a program to foster community leaders and involve them in plans to transform the community This program was established by Knoxville Tennessee's' Center for Neighborhood Development. The program establishes the framework of committees to deal with the neighborhood's problems. The TNT staff suggest issues and programs, but residents may reject them.

Survey of the Bossen Community

Summarization

1) Mechanics: For the purposes of this survey I spoke with both Bossen Terrace residents (the formal public housing part of the Bossen community) and also with people in the surrounding apartment buildings considered to be part of the larger Bossen community. Most of my interviews have been conducted in the daytime on weekdays while a few were conducted in the evening and on weekends. The interviews have been spread out fairly evenly between each of the three phases of Bossen Terrace and the larger Bossen community. I interviewed a total of 33 people in the course of this survey. In Bossen Terrace, I interviewed a total of 17 people during 14 separate interviews. In the Bossen community surrounding the Terrace I conducted 9 separate interviews for a total of 11 people interviewed. Most of the interviews in Bossen Terrace were conducted at the door, or inside the residents' home. Approximately half the time in Bossen Terrace there was no one home when I knocked. As for the other half of my door knocks, three results are fairly evenly distributed; 1) the person does not want to talk, 2) the person tells me to come back later, or 3) I am able to conduct an interview. However, 2 sometimes ends up being 1 as the person is perpetually busy when I return. Interview times have ranged from 10 minutes to over 2 hours with 20-25 minutes representing the norm. The majority of the time people who did not want to talk to me do not give me a reason. If people gave me a reason or started an interview and then cut it off, I included them in the Brief Interviews section. Three people were included in that category. In the community surround the Terrace my interviews almost always were conducted outside. One apartment manager had said I could not knock on doors inside his building, but rather should use the intercom system to request interviews. I tried this 15 or 20 times with absolutely no success. In addition, the other smaller buildings were almost always locked from the outside. Thus, my interviews were almost always initiated by waiting outside the doors to apartment buildings and asking people as they were going inside. The one final category I included was Bossen Management/Landlords to cover two individuals who fit into that category in the Bossen community surrounding the Terrace.

2) Trends:

1) The management of Bossen Terrace seems generally well liked. This might indicate that a Tenants Union would not be the most urgent need of Bossen Terrace residents. There were some more complaints about landlords in the Bossen community outside of the public housing.

2) There is an extremely high rate of turnover at Bossen. Any program that we structure should keep this in mind. It might indicate that in terms of consistent participation we should make sure to contact the few long-term residents to provide continuity while still making sure to serve the needs of the short term resident majority.

- 3) With a couple of exceptions (both not coincidentally long-term residents) no one has heard of NENA. People in Bossen have very little idea what a neighborhood association does anyway. This seems to indicate that in addition to social programming NENA needs to increase its presence in Bossen.
- 4) People view crime as on the downswing but definitely not eradicated.
- 5) In terms of concrete social programming, there seems to be some interest in youth programming.

Recommendations

My intent is that this study can be used by a variety of individuals involved with the Nokomis East neighborhood in the future. Thus, I have kept most of my opinions out of the study. There are a couple of my thoughts that I would like to note and have presented them in the following section:

The Bossen community has been somewhat separated from the Nokomis East community as a whole. This is especially true with regards to the formal Nokomis East Neighborhood Association. This situation must be remedied for NENA to fulfill its mandate to be a neighborhood association for the entire neighborhood and not just part of it. NENA can accomplish this by engaging the Bossen community in NENA activities and planning and by organizing Bossen residents to plan for their own section of the neighborhood. This can be accomplished through a couple of standard organizing tactics including distributing flyers and door knocking to inform people about meetings. There did seem to be enough of an interest in youth programming that this could be one area where NENA begins to engage Bossen residents. The youth programs listed in my report on other communities' social programming should be viewed as a template for developing youth programming in Bossen. However, Bossen residents should be utilized in all planning stages so that the youth programming actually fits their needs. One final note: informal structures seem to be the best way to talk with people in the Bossen community. Some of the people I spoke with talked about neighborhood activities as being informal, things like cook outs etceteras. This would be one good way to meet members of the Bossen community and begin organizing on other issues.

Full Bossen Survey Results

Bossen Terrace

- 1) The first woman I talked with was a young black mother with a four month year old daughter. The woman had also lived at Bossen Terrace for four months after moving from another part (34th and Aldrich) of Minneapolis where she has lived for a long time. This woman really like the neighborhood since moving in and said that people in Bossen were very friendly. The woman said she had not been out into the larger Nokomis East Neighborhood frequently enough to know about issues there. Currently this young mother is not working because she does not want to put her child into daycare. The woman said that when she was ready to leave her child, she

expected to rely on family members. The woman said her child did not play outside yet so she did not know if there were adequate facilities for children in the area. The woman said that to her knowledge crime was not a problem in the area and none of the people she had met have raised the issue. The woman said she usually relied on family members' cars for transportation, but the bus was near enough to be somewhat convenient as well. This woman likes Bossen and plans on staying there a long time. The woman had not heard of the Nokomis East Neighborhood Association and has no idea what it does. She said that she might be interested in coming to NENA meetings if she was notified in advance. The woman suggested the laundry room, by the mailboxes, and the corner store as the best places to advertise and the only places frequently visited by people in the neighborhood.

- 2) I talked with a young black father who had moved into an Bossen unit only a couple of weeks ago. The man now lived in the unit with his four children and his mother and planned on staying there for quite a while. The kids go to Wenonah elementary school. The man said that there were enough parks for his kids to play in and he had no concerns about their safety. The man said his mother has lived in Bossen for years (although in a different unit until quite recently) and that he has lived in Minneapolis for a long time. The man said he did not see crime as a problem. The man that he though the management company was remodeling the place and improving it quite a bit and he was very pleased with their efforts.
- 3) The next woman I talked to was white and in her twenties. She had just moved into Bossen at the end of August with her fiancée and thought the neighborhood was just fine. The woman did not see any problems with the neighborhood that she thought needed worked on. She was satisfied with her apartment situation and thought the management was very nice. The woman had never heard of Nokomis East Neighborhood Association and has no idea what they do. The woman said she could not think of anything the neighborhood association should be working on. She said she might be interested in coming to a meeting sometime and suggested the Spur gasoline station as the best place to advertise it.
- 4) The next woman I talked to seemed to be in her late 30's and had four children. This East African woman had moved to Minneapolis from Boston about a half year ago. A couple of months ago the family had moved into Bossen Terrace. The woman said all of her children go to South High School and like it a lot. The woman said that she did not know her neighbors because she goes to school in the morning and when her children come home from school they just stay in the apartment. The woman said there was no problem finding activities for her children because they stay inside. The woman said she had not been aware of crime being a problem. The woman had never heard of the Nokomis East Neighborhood Association and had no idea what it does. Her main interest is finding a job and so she would appreciate having access to an employment center. The woman said she did not know how to find one now and she would use it if NENA established one.

- 5) I talked with a black high school senior who had moved to Bossen with her mother and two younger sisters (ages five and nine). The young children attend daycare with their aunt. This young woman said that as a result she does not know if the family would use any youth program. This young woman had moved from northeast Minneapolis a year ago but still attends high school in the area. This young woman works at the Mall of America and has very little time between school and work for anything. As a result she does not really know anyone in the neighborhood. She said she has not been the victim of any crime in the neighborhood but she is not outside in the neighborhood very frequently. Her mother works a lot as well.
- 6) The next house I visited there were two white middle aged women, one of whom had two young children and the other had two young children and one teenager. The woman with two children was visiting her friend at this unit, but lived in Phase Three of Bossen. The woman in Phase three had lived in the area for a decade while her friend has move in a year ago. The woman in Phase three did the majority of the talking. She said that the area has improved dramatically. New security that the management company had hired was especially helpful and crime has gone down quite a lot. The woman had not heard of the CODEFOR program, but said that two officers would sit in their cars constantly and go a little overboard harassing people. Even a year ago this woman said the police were constantly doing drug raids. She believes the previous management was corrupt and the manager was doing drugs herself. One of the reasons this woman believes crime came down is the increased enforcement of the curfew for kids. In fact this women thinks kids are responsible for petty crime that continues to this area. She talked excitedly about the idea of getting a youth program started. She said it would be great to get a bunch of the parents in the neighborhood together to help run such a program. She thought arts and crafts would work especially well for the younger kids. This woman said she thought the program would have to be on the Bossen property because many parents would not send their kids away, even as near as Bossen field seemed too dangerous to them. The woman said daycare was no problem in the neighborhood as there were many locations being advertised. This woman is extremely satisfied with the new management company. She said LaSalle property which had managed Bossen previously was a horrible landlord who would never fix work orders, let the buildings deteriorate, and not respond to resident complaints. The new management company has almost completely overhauled the dwellings. The only problem this woman had was that garbage was being strewn all over the properties and she thought the management company should send out a flyer telling people to stop. This woman also thought a flyer would be the best way to notify people about any sort of NENA activities or meetings. She had never heard of NENA previously. She suggested the Crosstown Market and video store as the retail outlets most people in the neighborhood frequent. She also said that

there were barbecues residents would put on for their neighbors in the summer that were good meeting places as well.

- 7) The next woman I talked to was a young white woman who is disabled and in a wheel chair. This woman lives alone and moved in December. She said she did not really know much about their neighborhood because she does not go out much during the winter. In regards to crime she had heard about problems with youth gangs in the summer but had not experienced gangs yet herself. Young kids were sometimes problematic in this young woman's view. She said young kids had stolen small items of her property several times and she thought they did not have anything to do. She also thought that parents needed to be more responsible for their children and not let them run wild. This woman really likes the management and feels like Bossen is improving a lot. She had never heard of NENA before but said she might be interested in coming into meetings. However, because of her limited mobility the meetings would likely have to be at Bossen. She said putting flyers on the residents' doors is the only sure way to notify people about a meeting.
- 8) Next I talked with two black young women who lived with one child in preschool. They had lived in Bossen for two months. They thought the neighborhood was all right although it was a little bit "hectic" last year. They said their philosophy was that the neighborhood was fine as long as you minded your own business. This did not mean they were not friendly to people, but they did not interfere in other people's activities. They did not know CODEFOR by its formal name but they resented the increased police presence last year and mockingly called the two police officers who were ever present last year; Cagney and Lacey. The women resented these police officers' presence in the neighborhood and thought they harassed people. They did not think these officers had much effect even though they said crime has gone down in the neighborhood. These women said they did not know to what extent they would use a youth program for the preschool girl; it would depend on the specific program.
- 9) I spoke with a fourth grade black girl who was walking home from the bus to Bossen with her little sister. Both the fourth grader and her sister went to Wenonah School. This girl had moved to Bossen a couple of years ago from Chicago. She said she liked the neighborhood all right, but it was definitely boring. This girl said the Mall and Valley Fair were OK, but there was nothing to do around the neighborhood. She said she would play outside after school but the playground in Bossen did not have enough equipment.
- 10) The next woman I spoke with was an East African woman who lived with her five-year-old daughter. She was extremely recent resident of Bossen having moved in only two weeks ago. She moved from another part of Minneapolis and said her new neighborhood seemed fine. This woman had not met any of her new neighbors yet, but she said the management was friendly. She does not currently work outside of the home because her arm is broken. She had never heard of Nokomis East or any neighborhood association for that matter. She said she might be interested in coming to a meeting, but would

have to wait to see what the neighborhood is like. This woman said the best way to contact people is by flyers.

11) I spoke with a white woman in Phase three of Bossen who lived with her husband, 16 year old daughter, and 10 year old son. Her son goes to Windom and her daughter dropped out of Southwest High School. Her husband is disabled. This woman had heard of NENA and was involved with the Bossen Task Force three years ago. She slowly dropped out because she did not think they did anything. This woman has lived in Bossen Terrace for over seven years and has watched the neighborhood go from peaceful, to bad, and now she sees it improving a little. She said one of the major problems is that kids have nothing to do. As a result they harass people. She said her son and daughter have been harassed repeatedly, but when she confronts the parents they do not do anything. This is the major problem with the neighborhood and she thinks there are two things that need to be done. First she said that parents need to be more responsible for their children. When I suggested having parent meetings so they could talk about any problems with the kids she said that would be a good idea. She also said kids needed something to do in Bossen Terrace. She said she would not let her ten year old go to the park much less even farther away. This woman said she did not know what kind of kids her child would meet in a far away program and said she preferred something nearby. She suggested basketball courts or some sort of after school program that is well organized. This woman said she thought other parents would be willing to help out with such a program. In terms of crime this woman said she thought the area was getting slightly better but there were still problems with drugs. She said the police used to bust people all the time for drugs. At this point her daughter walked in and they offered opposite opinions of the police. Her daughter, who was also white, said she believed the police presence was an excuse to harass their black neighbors. The mother saw the police in a slightly more positive light; believing they had helped with crime. Neither had much good to say about security. One other problem specific to the complex is handicapped parking. The woman said people would take her husbands' spot which was extremely problematic. The woman said this is one area where the security helped by towing cars away. One suggestion was to provide a numbered spot for each resident vehicle so everyone would have a spot near their house.

12) The next person I talked to is a black Muslim man who lived in Bossen for ten years with his wife and children. According to him, he has lived in Phase one longer than anyone else still there. This man had seen Nokomis East Neighborhood Association flyers but had never been involved with them. He was very adamant about the need for activities for kids after school. He said the play lot and Bossen field were not adequate. This man said the community center at Lake Nokomis was not open convenient hours for him to take his children. He said he had seen community centers in the suburbs and they were well staffed and he thought there should be something like that

in this area. He said it did not matter to him if it was actually in Bossen as long as it was not too far away. This man said he thought parents would be willing to help out with such a program. He said parents already informally watched each others kids when they were outside. In terms of crime this man said he thought things calmed down a bit. He said this was mostly due to the new management company who had screened incoming residents more thoroughly. He said security did nothing and he had only seen them twice. This man offered an endorsement of the CODEFOR program. He said he did not realize it was discontinued because the police are around a lot. He said the police stop people a lot but you do not have to worry if you're not doing anything wrong. He said the police never stopped him because he had lived there forever without causing trouble and he's always in his work clothes. This man agreed with the idea of a neighborhood watch. He also like the idea of a more social block club to bring people together. He suggested pot lucks in the summer in his phase. This man said other phases had pot lucks but they were seen as separate. He also thought there should be more involvement with houses neighboring Bossen. He waved towards houses down the block and said he had no idea who his neighbors were and he thought anything that would bring people together was a good idea.

- 13) One black woman I talked to lived in Phase Two of Bossen Terrace and appeared to be in her early 50's. She had lived in Bossen Terrace for four years. There were four kids and six adults currently residing in the apartment. This amount of residents is way more than the unit was built for and there were mattresses placed on the floor for the extra people. This woman said that she constantly knew people who needed a place to stay; She said some of the people were staying with her because of domestic abuse, or their parents were not taking care of them, or they had gotten kicked out of their last place. This woman said the neighborhood was coming through an extremely rough part where there was a lot of drug dealing and crime associated with it. She said there was a man who lived a couple of units down from her who had his apartment taken over by drug dealers to use as a safe house. This woman attributed a large part of the problems Bossen Terrace experienced to the previous management company. She said the woman who was the previous manager stole, did drugs, and would tip off the dealers if there was going to be a drug raid. This woman said the previous manager did not screen people who rented at Bossen Terrace and would let in drug dealers and people who had spent time in prison. She said the new management company has a better screening process and so the people who are moving in are better. This woman also credited to the management company with fixing the place up. In fact there were workman working on the exterior of her building as I was conducting this interview inside. This woman said she had heard rumors about new gangs moving in and trying to set up drug selling apartments. This woman had heard of CODEFOR and thought it had been a big problem. She said kids she new had been harassed by the police when they were not doing anything. This woman said she thought a

neighborhood watch would be one good program to reduce crime. In terms of programs this woman said she thought the biggest issue was the need for programs for kids. She said there a lot of kids in the neighborhood but they had nothing to do after school. This woman said the only time she had heard of NENA before was through a small youth program that was established in Bossen. She said this program never really got off the ground and was poorly run so no one sent their kids there. One final problem this woman saw with then neighborhood is the name; Bossen Terrace. She felt this name had bad connotations in the larger community and was excited that the management company was going to change it with resident input.

- 14) I spoke with a boy who lived in phase one of Bossen Terrace as he was wandering around outside. This black boy was in the fifth grade at Wenonah elementary school. He lives with his mother and 13 year old brother. He moved to the neighborhood one year ago after living in the suburb of Brooklyn Park for a while. He said he liked the neighborhood and had made new friends at school. This boy said the neighborhood was a little boring. He liked to play basketball and said there were some courts that were not far away. He agreed that there was nothing to do in the winter.

Bossen Resident Results Outside Bossen Terrace

- 1) I spoke with a group of women who lived separately in a six unit apartment building on Bossen Drive. The women were sitting outside and I spoke to them in the afternoon. They consisted of a white woman in her twenties, an Asian Indian woman who could not speak English and a Hispanic woman with her small child. The white woman who had lived in the neighborhood for twelve years did most of the speaking. When I first asked if she was willing to do a survey the white woman said no because the neighborhood was just bad. Upon further persuasion the woman said the neighborhood had gone downhill in the time since she had move there. There are two things that this woman thinks exhibits this decline: crime and the deteriorating state of the buildings in the neighborhood. This woman said crime was primarily caused by children. She said the children also made a lot of noise which she thought was a big problem. She said this was especially true after school when no one was looking after the kids so they would just run crazy. This woman said the landlords in the area were not interested in keeping up their buildings' appearance and so the neighborhood just looked bad. She then pointed out one exception where a landlord had redone the outside of the building but then referred to others along the street as examples of buildings that had been allowed to decline.
- 2) The next man I talked to lived in a building on 58th Street that had 12 units. The door was open to the outside of this building so I was able to speak to him at the door of the apartment. This man also did not want to answer questions initially because he thought the neighborhood was bad, but in the end he responded to my questions. This white man had retired and had lived in the neighborhood in the same building for twenty-two years. He appeared

to be in his late sixties or early seventies. This man gave me a thumbs down sign when I asked how the neighborhood had progressed in twenty-two years and said it went downhill. When I asked him specifically what he meant by the neighborhood going downhill, he said that the blacks, the Koreans, and the Mexicans had moved in. This man attributed those ethnic groups settling in the area with a rise in crime. He said their kids were the primary problem. The crimes he described mainly consisted of property crimes directed against his car (such as stealing the hubcaps). This man said the kids were running around without any supervision and thus their behavior was their parents' fault as well. He said he thought that their parents did not care what they did. This man also said that kids were a problem after school because they would run through the alleyways to the park. He said there was some risk of their getting hit because cars drive fast around the neighborhood. This man said the police were not really a factor in the neighborhood. He said he never really saw the police around and had neither heard of CODEFOR, nor noticed an increase in police presence during the time it was implemented.

- 3) The next man I talked to lived in a drug treatment center on 58th street. I spoke with him while he was sitting outside smoking a cigarette on plastic chairs set up for the purpose. This white man had been living there for 14 months after moving from downtown. He appeared to be in his mid-40's. He said there were about twenty other residents living at the treatment center. This man said he thought the neighborhood was basically fine. The one problem he saw was crime. He said drug dealers frequently stood out along 58th street to sell their drugs. This man said this was especially a problem because it occurred right near his drug treatment center. He said he had heard that some treatment center residents had actually just walked down the street when they relapsed to buy drugs. This man said he had never really seen police in the neighborhood. This man said he had never heard of CODEFOR or noticed an increase in police activity since he had moved in. This man had never heard of Nokomis East Neighborhood Association and said he had no interest in working with the association on the crime problem.
- 4) I spoke with a black mother in her mid 20's who occupied an apartment in one of the smaller rental buildings outside Bossen Terrace. She has lived there for little over a year after living with her mother in Bossen Terrace. I spoke with her in her apartment. There were many people in the apartment at the time, mostly young men in their later teens or early 20's, and this woman said she was constantly having to take in relatives, friends, or acquaintances that had no place else to go. This caused a lot of friction, because her boarders frequently did not have jobs and hence could not contribute to their rent. This woman works as a school bus driver and has a hard time making ends meet. She said her car recently broke down and she had no way to fix it. This woman said her children were young enough so entertaining them in the neighborhood was not really a problem. Day care was also not a problem for this woman because she was able to take her children to work with her. This woman thought that crime was generally a

problem in the area although she had never personally experienced it. This woman expressed strong animosity toward her landlord. She said he never fixed anything. There was a broken step on the way down to her basement apartment, which I witnessed, that she said had been broken for months with no activity on it. This woman said she had had other problems with pipes backing up and the landlords' response was less than immediate. This woman had never heard of Nokomis East Neighborhood Association.

- 5) The next person I spoke with was an East African immigrant at the bus stop waiting to go to work. This man seemed very interested in talking about the neighborhood, but his English was limited and he was very hard to understand. This man said he moved to the Bossen area from near downtown Minneapolis a couple of months ago. He said he lived in one of the larger apartment buildings with his wife and two children. He said his wife stays home while he works at the Mall of America in the evenings. This man said he like the neighborhood and that it was more calm than the places he had lived before in Minneapolis. As a result he thought his family would stay here a while. This man said he did not know many people in the neighborhood and thus did not get out much. He said all of his friends and family lived in other parts of the city. This man said he did not know anything about crime in the neighborhood and had never heard of Nokomis East or any neighborhood association for that matter.
- 6) The next person I spoke to was a middle aged white man who was living alone. I caught this man as he was walking in to one of the larger apartment buildings outside Bossen Terrace. He said he had been living in the same apartment for the last couple of years after getting divorced. He said he had previously lived with his wife in Richfield. He said he picked Bossen, because his rent is reasonable and it is relatively close to his job as a baggage handler for Northwest Airlines. He said he really did not get out into neighborhood that frequently. This man said most of his friends lived in southern suburbs, but occasionally they would come here to play softball. This man said he had heard crime was a problem. The only time he had experienced anything was when someone had broken into his truck, but they did not steal anything important. This man had never heard of Nokomis East Neighborhood Association. He was however, familiar with the idea of neighborhood associations which he said organized things like barbecues and neighborhood watches. This man said he had no specific interest in working with the Nokomis East Neighborhood Association.
- 7) Next I spoke with three Latin-American men who were on their way home for work to their apartment in one of the larger apartment buildings outside of Bossen Terrace. These men (two brothers and their friend) said they had moved to Bossen only a month ago because of the cheap rent and because it seemed safe. They said they were relatively satisfied with their apartment and landlord. These three had previously lived together in the near south side of Minneapolis, but thought that there was too much crime in the neighborhood. They said they frequently got hassled on the street and a

couple of times people had tried to rob them. These three men work at different places near downtown Minneapolis. Two are dishwashers, and one is a cook. They all drive to work together in one car. These three men said the Bossen area seemed crime-free to them, but one disadvantage is there is nothing to do. They do not really know anyone in the area and do not talk to their neighbors. Part of the reason for this they said is that they are new immigrants as of three years ago and have not had that much experience speaking English. These men can understand when people speak slowly but have a much harder time when people rush there English which I witnessed. They said this also effected their employment because they can only get certain types of jobs that do not pay very well.

- 8) The next person I spoke to was a young white man who lived in one of the larger buildings outside of Bossen Terrace with his girlfriend. This young man had moved to the Bossen area a year ago after graduating from a suburban high school. He like the neighborhood because the rent was cheap. This man worked at the Mall of America as did his girlfriend. He said he was trying to save money to go to a technical school but would stay in the neighborhood until he got enough money. This man said he did not really know any of his neighbors. He said most of his friends lived outside of the neighborhood. This man said he thought crime was a bit of a problem. He said he thought that most of the crime occurred at the public housing part of Bossen. He said he saw men standing on the corners sometimes who he thought were drug dealers. This man said he never saw police around, but thought if there was a greater presence the problem would go away. This man said he had never heard of CODEFOR. This man had also never heard of the Nokomis East Neighborhood Association.
- 9) The next person I talked to was a older Latin-American woman and her daughter who appeared to be in her 20's. The two live together in one of the smaller apartment buildings outside of Bossen Terrace. I met them as they were walking in their building, and they let me interview them inside. They said they liked the neighborhood because during the summer at least people were outside a lot. The women had moved to Minneapolis from the southern part of Texas a couple of years ago because there were no jobs there. The older woman cleans houses and her daughter is a waitress. They had lived on the Westside of Saint Paul prior to moving to Bossen two years ago. They did not see crime as anymore of a threat than in other parts of the city, but said they thought they had to be careful at night. These women said they used to see the police around a lot more than they do lately. They had never heard of CODEFOR. These two women did not like their landlord because he did not repair things quickly. They said their neighbors had the same problem. These woman had never heard of the Nokomis East Neighborhood Association but seemed interested in joining.

Bossen Management/Landlords

- 1) I spoke with one of the resident managers at a large apartment complex on 32nd Avenue. This white man in his mid thirties introduced kids as the topic of conversation even before I had mentioned it. He said kids were at the root of the main problems in the neighborhood by messing around and running wild. This manager said that they needed to establish a program for kids. He mentioned the program at Bossen field in the summer but said that was inadequate. This resident manager said there should be a program in this area for kids during the school year. He said that the time after school was when most kids were getting into trouble and a program at that time would be a way to occupy their time.
- 2) I spoke with a white landlord who owned a small apartment building on Sanders Drive. This man appeared to be in his mid 50's. He did not own any other rental properties. This man said he was trying to sell the building he owned because he said it was impossible for small landlords to succeed. He said he spent way more time attending to the building than it was worth. This landlord said other landlords who had multiple buildings could do much better because they could be management as their sole occupation. This man, on the other hand said he needed a full time job to support himself. He also said it was hard for small landlords to absorb the financial cost when they had problems with tenants. This landlord said he vaguely remembered hearing about NENA, but he did not really know what they did.

Brief Interviews

- 1) One woman I talked to was not interested in doing a survey with me. She was in her twenties, black, and had lived in the neighborhood for five years. The woman said she thought the neighborhood was fine and she could not think of any issues that concerned her.
- 2) Another woman that did not want to do the survey lived in Phase Three of Bossen. This white woman who appeared to be in her late 40's had lived in the same unit since 1988. She said the neighborhood has only improved since then. The only problems she could think of were caused by the previous management company. She said they were very irresponsible in managing the housing development. On the other hand she said that the new management company is a huge improvement and she is completely satisfied with their performance. She said there were both physical building improvements and with the tenants as well.
- 3) I talked with a teenage black boy who was walking towards the park. This boy said he lived in Bossen but would not tell me which building. He said the neighborhood was really boring. He also said the police hassled him a lot now that he was not attending school anymore. When I asked him why the police stopped him a lot he said, "because they can." At this point he cut off my interview with him.